

SUCCESSION PLANNING AND INSTITUTIONAL KNOWLEDGE PRESERVATION

How Much and Who Cares?

*Chronicling Four Decades of Progress in the Maryland DOT State Highway Administration
Highway Noise Abatement Program*

MOTIVATION



OUTLINE

- Definitions
- Background
- Planning and Framework Development
- Status / Summary of the Maryland Highway Noise Abatement Program

DEFINITIONS

- **Succession Planning** – process of identifying and developing new leaders to replace old ones. Also called “replacement planning”.
 - From within organization
 - From outside organization

DEFINITIONS

- **Institutional Memory** – collective set of facts, concepts, experience, and **KNOWLEDGE** within an organization. Preservation requires:
 - Develop an explicit strategy
 - Identify key information (knowledge)
 - Use technology to create a process/ products

BACKGROUND

- Maryland Highway Noise Abatement Program has been active for over 40 years.
- Over 4 decades, there have been many changes, accomplishments, milestone events, innovations, and much EXPERIENCE.
 - Regulatory
 - Policy
 - Technological
 - **Public involvement – citizen interaction**

BACKGROUND

- Extensive and voluminous amounts of technical data and factual resources generated, including “historical” data.
- **Public and community involvement has required perpetual retention of nearly all records and data, regardless of age.**



ORGANIZATIONAL TRENDS

- Need to retain virtually everything related to citizen/community noise issues; program successors must have ready access and be able to appreciate historical context, and rationale for decisions.
 - Regulatory mandates
 - Policy requirements

ORGANIZATIONAL TRENDS

- Historically, emphasis has been on retaining IN-HOUSE technical staff, but there is an emerging trend towards less reliance on in-house subject matter expertise (outsourcing).
 - Without in-house expertise, greater need for a comprehensive historical “written” record. (because there may be no one to ask)

UNKNOWNNS

- How much of the historical and technological data on Md's Highway Noise Program is needed by successors, and what is most important?
- **Who cares?** With evolving and changing attitudes and priorities, from changes in Administrations & leadership team, will the retained and chronicled information be considered relevant?

STRATEGY

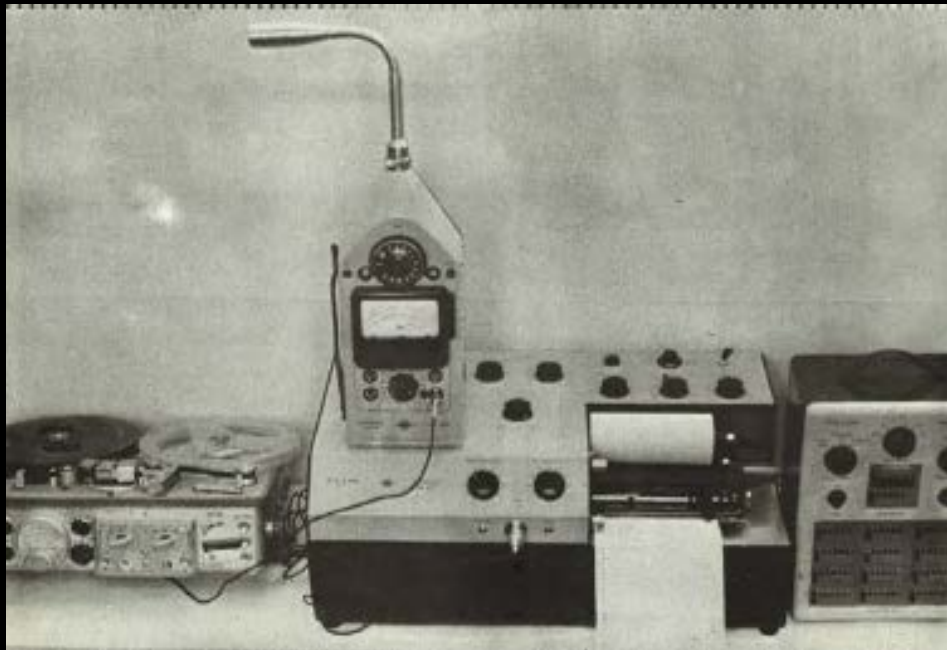
- Organize and implement an efficient system of search and retrieval.
 - Scanning and georeferencing noise study reports.
 - Statewide inventory of existing noise barriers as GIS layer.
 - Maintain database of citizen/community contact.
- **Produce a single, comprehensive record of the history and evolution of Highway Noise Program.**
 - Provides historical context.
 - Repository for technical data, educational , training and guidance material.

DOCUMENT CONTENTS

- Introduction
- Technical Primer
- Program Chronology
- Regulatory History and Evolution
- Noise Policy Development History
- Technical Evolution
 - Training/Education
 - Analysis Tools
 - Equipment
 - Noise Barrier Systems
- Special Studies, Innovation & Research
- Staff History
- Program Stats/Chronology/Highlights (Type I & II)
- Appendices
 - Tech reference material (fact sheets, FAQs)
 - Policy versions
 - Legislative reports

TECHNICAL HISTORY MEASUREMENT EQUIPMENT

1970's



TECHNICAL HISTORY *MEASUREMENT EQUIPMENT*

Highlights the major advances in measurement technologies and increased efficiencies.



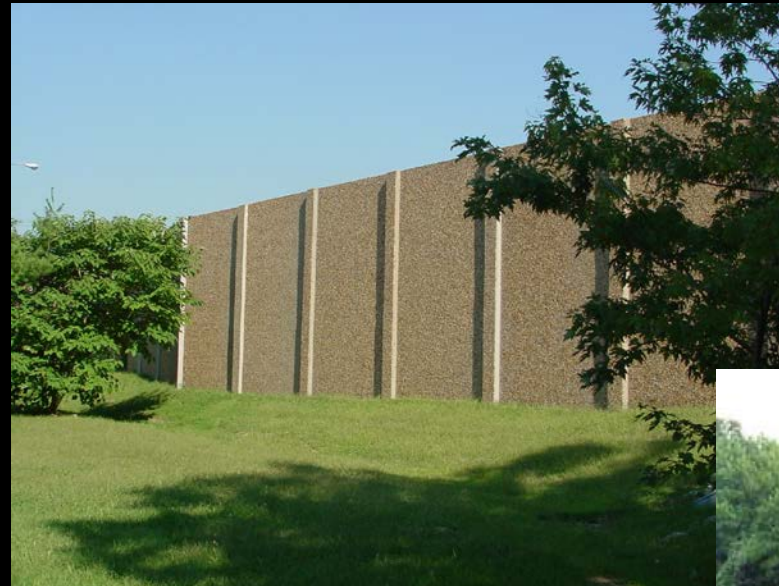
NOISE BARRIER SYSTEMS

- 1970's / 1980's



NOISE BARRIER SYSTEMS

- 1990's / Present



PROGRAM STATS

- First noise barrier built in 1978 as Type I project along MD Route 197 .
- Original Type II eligibility list contained 26 separate projects.
- The last of the original 26 Type II projects was completed in 1998.
- As of 1998 , MD had spent \$138M on noise abatement; of that total , \$82.6M was for Type II projects.
- As of 2016 total noise abatement spending in Md has reached \$298M.

FUTURE ?

- Major Highway Noise Policy revisions pending.
- Emphasis on innovative contracting . (D-B, Practical design, P-3)
- Shift away from new construction, to system preservation, congestion management.
- **Type II being discontinued.**